

# Strategic Workforce Planning

Michigan Department of Human Services  
Financial, Quality & Technology Services

2008 State of Michigan Strategic Workforce Planning Summit

October 31, 2008

# FQTS Model

- Streamlined process to get the job done quickly and efficiently
- 3 Phase Model
  - Phase 1 – Identification of critical positions & functions
  - Phase 2 – Capture critical knowledge and information for critical positions & functions
  - Phase 3 – Transfer knowledge & information

# Business Case

- Analysis of workforce revealed the following:
  - Of just over 10,000 employees in DHS, 6,346 are between ages 45 and 65+
  - 15.2% of DHS employees eligible for retirement within 1 year
  - 26.7% eligible within 3 years
  - 38.1% eligible within 5 years

Figures taken from DHS submission to the Michigan Government Performance Project 2007

# Business Case cont

- On average, DHS has an annual turnover rate of 4.6%
- Turnover in this case includes terminations, voluntary separation, retirements, and lay-offs
- The portion of turnovers accounted for by retirements is growing annually
- The second most frequent type of turnover is voluntary separation

Figures taken from DHS submission to the Michigan Government Performance Project 2007

# Business Case cont

- Lessons learned from 2 early outs
- Knowledge loss = Productivity loss
  - Example – Online Policy Manual Specialist
  - Example – Adult & Family Budget Specialist
- Atmosphere requires employees to “hit the ground running”

# Phase 1

- First developed a business plan (Handout #1)
- Provided a rationale to staff (Handout #2)
- Asked managers to identify the following:
  - Employees likely to leave in the next year
  - Positions with critical functions
  - Positions that perform specialty functions that are unknown to others
- Managers provided the information to upper management (Handouts #3 & #4)
- Managers identified a total of 86 critical positions in FQT



# Phase 2 – Knowledge Capture

Developed tools for capturing critical information

- Template (Handouts #5 & #6)
- Process Manuals
- Flow charts (Handout #7)
- Simultaneously developed strategies for transferring knowledge and information

# Phase 3 – Knowledge Transfer

- Share templates and manuals
- Cross-training
- Identification & training of back-ups
- Create & fill critical positions prior to the current employee or person responsible leaving the position
  - Hire from outside



# Challenges

- Gaining compliance/Buy-in
- Time/Competing Priorities
- Identifying which tool to use of the multiple tools for a given position or function
- Identifying the right knowledge transfer method for a given position or function

# Where do we go from here?

- The next phase
- Keeping the initiative alive
- Using performance management, business plans and strategic plan to hold employees accountable
- Executive Champion
- Keeping up with change
- Leveraging technology



What questions do  
you have?